

!"#\$%&'()*

!

"#\$%\$!&#()*+,-./)."0)/1!! ! ! ! !!!!! ! !!!!!!!!!!!!!!!!!!!!!!!23,41!5667

8.)9'0:);4!<=");;>30/#1!";;>30/#1!"?\$!!!!!!!

@#':)!@);'A!!!"#\$\$%&'\$()#&(*+,*-,#,*+0*(%,12\$-#%&#+&,3'4'\$5'6,7(%'88#\$,195&'!,-*\$,&"',
;+)9:#&(%,<'=\$#6#&(*+,*-,>'5&%(6'5!

?B9):<0A!!%0\$!?,+!2\$!C3:;',!,

!

D\$!E\$!&#()*+,-./)."0)/1!! ! ! ! ! ! ! ! ! !566F!!

8.)9'0:);4!<=");;>30/#1!";;>30/#1!"?

@#':):A!!?(@'\$*A&(%,'?82*\$'5%'+'%,'1(=#8,;+"#+'%:'!+&,B(&,"#,<(5,7(\$*\$

?B9):<0A!!%0\$!2'0<('!E\$!E*#3,;G!

!

H\$!E\$!&#()*+,-./)."0)/1!! ! ! ! ! ! ! ! ! !56IJ!!

@3=;!)8.)9'0:);41!D'B=<0B1!D?

8.B'0/0+B3+;'!K<.<0!L!&3(!M+3B'1!H30B'!"0)G'!N)..0!<0!3.B'0/0+B3+;'!0':!+0*#!

!

+,(-/'()%)0*!12.,.)\$. *
!

!

O):);./!E*#<,+PQ3,>0)#R'#03!?'N+0BS!

%'T+0;('!<=&#()*+,-./)."0)/ !

334*5.06*3)"% ! ! ! ! ! ! ! ! ! !5FU5W!VU5J

!

"0<=:<0! ! ! ! ! ! ! ! ! ! Q+,,!XF5X!L!

%'T+0;('!<=&#()*+,-./)."0)/ !! ! ! ! !

8%)*9(/.*8&%&.*:);,/'&#

E+!2<:'1!&?!!!!!! ! ! ! ! !!

!

O):);./!E*')';:;! :

=.)\$,(7*>*5%)/\$(*5;'/'() !PQ3 0 12.146 0 Td (!)T3j 3#-1(,)-1(/&d (l0<3"0:);4!);Td (!)Tj 3 0 Td ,!XF

]),()./;<.1!%-!!

!

???E!E*)'.*!+.B!%)T,<(+*4!Q',,<N!! !! ! !!!!!!!!!!!!!?3/3;;1!566J!L!?3/3;;1!566[!

^==)*!<=!K'+,;#!L!&#),B!E309)9+,!%)9):<.*

:@*8@*>A.)\$<*(,*3)&.,)%&'()%0*5.;.0(2B.)& !

]++:#./;<.1!%&!

!

"<:;B<*;<0+,!Q',,<N!! ! ! ! ! ! ! !!!!!?3/3;;1!5667!L!23,4!566J!

_:.;)3;'!=<0!H)<,*#. <, </41!?B9):<0A!!2+('!-\$!H+)',4

8C//*D.".,%0*

&,+)0'!c<()9':1!-0)e!Q'0.+B'G1!H<!.). "0).!/-B3*+;)<.+;!D+;'0)+,;!H+.e1!"0<*B)./!:<=#' !
?E--!XFF6!?.3+,!&<.= '0'.*!+.B!-bT<:);<.1!REQ!Y0+;:'!"<:;'0!E':<).1!"+T'0!X7XJ !
!

&,+)0'!c<()9':1!-0)e!Q'0.+B'G1!E;3B'.;:!&0'+;! "0<,>,'(:!=<0!@'+*#)./!+.B!M'+0.)./1!
"0<*B)./!:<=#'!?E--!XFF6!?.3+,!&<.= '0'.*!+.B!-bT<:);<.1!&#'() *+;!-./)."0)./!
%)9):<.1!"+T'0!X775!
!

@#+,)+!?.+/.<:1!&,+)0'!c<()9':1!R)e<:!2\$!D<30;<:1!c30;!D\$!D*D3,,).1!-9+,3+;)/!E;3B'.;!
D+;:'04!<=#'!%):/!.!<=#'!-bT'0)('.;!1!"0<*B)./!:<=#'!7Z;#!?E--U_---!Q0<.;)'0!).!-B3*+;)<!.!
&<.= '0'.*!1!^*; <>'0!5FL571!XFFZ1!D),N+3e"1!]_1!TT\$!@!_?5LJ\$
!

&,+)0'!c<()9':1!C(*%":(%#8,;+="+\$(\$+=,D#@*\$#&\$9,!*2\$5',-\$,\$!"":(%#8,;+="+\$(\$+=,1&26'+&5E,
+,\$\$.")A/(-*&6.*S&6*3)&.,)%&'()%)0*?()-.,.)\$.*(*)A)...,)'A*!"#\$\$%&'() 1!23,4!X7LX1!XFF[1!
E2!"3'0;<!C)*<1!TT\$!D7Q!XXLXZ\$!
!

&,+)0'!c<()9':1!c+;4!c<0:'('4'01!C(*A\$*%'55,F'%"+"*8*=9,!*2\$5',-\$,\$,G(="1%"**8,#+6,!*:2+(&9,
!*88='!F'#"%"\$5E+,(\$\$.")A/(-*&6.*S&6*3)&.,)%&'()%)0*?()-.,.)\$.*(*)A)...,)'A*!"#\$\$%&'() 1!
23,4!XZX1!XFF[1!E2!"3'0;<!C)*<1!TT\$!C7%!IL57\$!
!

&,+)0'!c<()9':1!R)e<:!D<30;<:1!@#+,)+!?.+/.<:1!c30;!D\$!D*D3,,).1!;+"#+%(\$+=,0+H2(\$9,1!(885,(+,
;+="+\$(\$+=,&"\$*2=",#,J+(4'\$5(&9/1%"**8,<(5&\$(%&,>#\$&+\$5"(AE,+,(\$\$.")A/(-*&6.*S&6*
3)&.,)%&'()%)0*?()-.,.)\$.*(*)A)...,)'A*!"#\$\$%&'() 1!23,4!X7LX1!XFF[1!E2!"3'0;<!C)*<1!TT!CVH!5L
[\$!
!

�):!]\$!M#(+.1!2+h3',).+!%\$C\$!M"ff1!&,+)0'!Q\$!c<()9':1!8>)h3);<3b40::'B!Y"&C!
(('>0+.!L;0+==)*e)./!<0;#<,<:/:1!=.)(B\$/' 1!JP7S1!XFFJ1!TT\$!7!L765\$!
!

&,+)0'!c<()9':1!M<3):!i)TLi+.!./ff1!E;'=+.)!"3:#e',,!.+B!D)*#+'!Q,)*e)./01!K\$*B&"*-,CL,
7'&#*+8(%25,1&\$#(+,>CM,(+1#8&N#&\$/C#5'6,7'6(2:1!9(#,)%0*(-*3)"#/&,%0*P\$,(J'(0(A<*%)"*
N'(&.\$6)(0(A<17XPXS1!XFFJ1!TT\$!5L[\$,
!

&,+)0'!c<()9':1!E+>).'C*#1!+.B!D',+.)!D*R'),1! D#@*\$#&\$9,;OA'\$(:'+&,*+,K'+',12@%8*+(\$+=,
-\$,\$!"":(%#8,;+="+\$(\$+=,1&26'+&51!6.B'\$%0;@*!"#\$\$%&\$)E3('0!XFFV1!TT\$!X5XX\$5\$
!

&,+)0'!c<()9':!+.B!C3)G#'.!&#'.d!C(*%#Ϳ\$4\$0(2."%*(-'N'(B%&.,'%0/*%)"*N'(B."\$%0*
!)A)...,)'A 1Y+04!].e!+.B!Y+04!H<N,).1!'B:\$!D+0*!,%'ee'01!_.*\$1!XFFV1LZIS!ZX
!

&,+)0'!c<()9':!+.B!C<>'0;!"+0e'0d!C(*\$#%&\$,1&#&' ;5&(:#&(*+,#+6,!*2\$5',-\$,\$)8*!T2')()*)*
N'(&.\$6)(0(A<1!-,.'9'0!E*)'.*!M<.B<.1!5VPJS1!XFF71!TT\$!V!L!LIVZV\$
!

&\$!c<()9':1!%\$!^:><0.'1!?\$!2\$!C3:'.!,1!<=\$#6#&(*+,*->5&(%(6'5,(+,#,!*+&6*2\$5',-\$,\$)8*!T2')>"#5',
7(%\$*':285(*+,3#%&\$)N'(&.\$6)(0(A<*+,A,./!5F1!566V1!7VF!L!7V7\$
!

!

&,+)'0!c<()9':1!E+>.!C*#1!D',+.)!D*R'),1!H)<#*#()*+,-./)."0)!M+><0+;<04!PT<;'0S1!
H)<#*#()*+,-./)."0)!k_O1!K+00):<.!K<;!ET0)/.:1!H&!23,4!5FL5V1!XFFJ!

!

%0\$!&,+)'0!c<()9':1!@<N+0B:!.!?!?0;)=*)+;!R<:'!E':<0!H+:!'B!<.!^,=+*;<04!Y"&Cj:!!&+(>0)B/!
K'+,;#;#*#!_.;);3;'g;!X^B!?!?..3+,!+=?Q/R*D,(B*T,26%)*&(*N0(\$UJ#/&.,*23LIZ!XFFVd!H<;<.1!
D+::+*#3:';;!P&c!/++9'!<0+;!T0':!.;+)<.S!

!

&\$!c<()9':1!&\$!i\$!]+./1!&<.;0<.!<=!'D';#+.<.!Q"B!|=<0!C#%(8825,:'&"#+*8(%25!Q'0('.;+)<.!N);#!
+.!?B+T;9'!&<.;0<.!D<B',!1!XFF7!?!_&#-!?!?..3+,!D";)/.1!E+.!Q0+.*):* <1!&?1!"T'0!mVV5B!);!
?B9+.*!;!)."E':<0:1!^T;)(G+);<.!+B!&<.;0<.!<=0!H)<,</)*+;!E4;:'(!!':<).\$!

!

&\$!c<()9':1!2\$!M"1!&\$!M'#(+.d!&,<.)!/+B!<3.*);<.+;!bT0':<).!<=!'<.,=+*;<04!0*T;0:!'<=0!3:!
).!+!>):<.'<0!P"<;'0Sd!H)<#*#()*+,-./)."0)!/k____1!H<3,B'01!&^!23,4!56!L!X7!XFF7!

!

D',+.)!D*R'),1!?!0;!%)+G1!D)*#+'!2'..)/.:1!+B!&,+)'0!c<()9':d!+4(\$*+:',G'#8&,#+6,
1#-'&9,#+6,C(*%":(%#8,;+=(+"\$+=",B(&"#,!"":(%#8,;+=(+"\$+=",?+2+6#&*(\$.")A*(-&6.*
OVVO>B.,'\$%)*8(\$.&<*(-,!A)..)'A*!#\$%&'()*>))#%0*?()-.,.)\$.*)"12(/&'()W!XFFX!
?E-!?!?..3+,!&<.=0'.*!+B!-bT<);<.1!D<.;0'+,1!n3>'*1!&+.+B+\$!!"T'0!m7V6\$!

!

]!%N#)0;:1!&\$!c<()9':1!>\$*62%&(*+,*-;!#*\$&+*(65,(+F"\$:*A"(8(%C#%&F\$#!E<*)';4!<=!
_B3;:0)+,!D)*0<><,</4!?!?..3+,!D");)/.1!#)+B',T#)+1!"?1?!?3/3;:555J1!XFRX\$

!

&\$!c<()9':1!D\$!?\$!D*R'),1!C(*&'%;,62%#&(*+,*\$F#:#5,*-1%('&(5&5,#+6,1!XFF\$?_&#-!
?..3+,!D");)/.1!C'<1!RO1!R<9'(>0!V L61!XFF5\$

!

&\$!c<()9':1!+)'9:5,(+P\$=#+(%,1*84'+&5,='&,*+B(&,"C25(+55,P><<e!09)MS)!
N'(&.\$6)(0A<O<,\$!56!R<\$!61!XFF51!T\$!7Z7\$

!

&\$!c<()9':!+B!2\$!%9<0+e1!>#%'C'=(+5,B(&X)Y*:Z3Y!_.;'0+);<.+!8.)9'0);4!&<./0::1!
?T0)!5X561!566X1!C<('1!_.;4\$

!

812\$%"7"#"")*!#"3"20/0'123*/2)*!+,-./0'123*45/#0/--'306!

!

&,+)'0!c<()9':1!R'N!@<<,:!<=0!H)<T0<*':!E*+,'LB<N.1!%0\$!C'BB4!M+><0+;<0):!1!K4B'0+>+B1!
_B)+1!D+0*#!J1!XF5J\$!P_9);'BS!

!

&,+)'0!c<()9':1!%9',<T('.;!<=!'<,<N!*<;!:.+e!'!+.)9'.<(!<=0!_B)+d!__@!%'#)!%T;!'<=!
&#*#()*+,-./)."0)!/!P2+.3+04!XF5JS!P_9);'BS!

!

&,+)'0!c<()9':1!R'N!@<<,:!<=0!H)<T0<*':!E*+,'LB<N.1!H)<T0<*':!./!_B)+!XF5V1!D3(>+)!1!_B)+1!
%*!(>0!XF5V\$!Pc'4.<!'!_9);'BS!

!

?e);!'+;ff1!2+(!'!i'+04ff1!&,+)'0!c<()9':d!K\$*B&,"*-,CL,:'&"#+*8(%25,7KTW,(+5'#B#&\$!

@#5'6,:!6(2:,(+,#,@(*\$#%&1\$?_&#-!?.3+,!D');)/!1D)..!+T<):!1!DRd!^*;<>'0!5[LX51!XF55\$
!
%'N)!R),+:+0)ff1!R)0!%<9'01!&,+0)!c<()9':d!;OAS\$55(*+,*-,K\$"+,?82*\$5%'+&,>\$*&'(+,(+C#%(8825,
7'&"#+*8(%251!XV5(0)*+!&#')*+;!E<*)';4!&<.=0'.*1!?.+#)'(1!&?d!D+0*#!XZ L75!XF55\$
!
&,+0)!c<()9':1!C(*A\$%'55,6'5(=+,*\$,#,&"\$:*&*8'\$#+&,:&"98*&\$*A"(%,*\$=4#8\$5\$!
C)9'0:)B'd!D+4!X!1!XF5F!P).9);'BS\$!
!
%'N)!R),+:+0)ff1!R)0!%<9'01!&,+0)!c<()9':d!;OAS\$55(*+,*-,K\$"+,?82*\$5%'+&,>\$*&'(+,(+C#%(8825,
:'&"#+*8(%251!XV5(0)*+!&#')*+;!E<*)';4!&<.=0'.*1!?.+#)'(1!&?d!D+0*#!XZ L75!XF55\$
!
H0)+.!]<./ff1!%'N)!R),+:+0)ff1!&,+0)!c<()9':X,0+4'5&(=#&(*+,*-,A\$*&'(+,'OAS\$55(C#%&(8825,
:'&"#+*8(%25E,#,&"\$:*&*8'\$#+&,:&"98*&\$*A\$V5!?(0)*+!&#')*+;!E<*)';4!&<.=0'.*1!
?.+#)'(1!&?d!D+0*#!XZL75!XF55\$
!
?.e);!"+';ff1!&#) L<.!&#)3ff1!&,+0)!c<()9':X,!#\$#%&'\$)#&(*+,*-,=\$*B&C#%&(8825,
7'&"#+*8(%25(+,"(="5#8&,:!6(#XV5!?(0)*+!&#')*+;!E<*)';4!&<.=0'.*1!?.+#)'(1!&?d!7TJ -16(@T*?

!

H\$!H<*e1!&\$!c<()9':1!%\$!^jH0)'.1!D)BB,'!-+;:!C':'+0*#!)!.!_.'=*);<3:!(%):'+'':!PD-C_%S!Q).+;! -9+,3+;)<.!C'T<0;1!"0<o'*;!mX6ILF5JI\$5I1!@#!'Y,<+;!H30'+31!8\$!E\$!?''.*4!<0!_.';0.+);<.+,! %'9',<T('.;1!D+0*#!566[\$!P&\$c\$0':T<.:>,'!<0!#;'!;*#)*+;!:'*);<.!<=;!#!'0'T<0;S!

!

&\$!c<()9':1!k'4'8*A:'+&,*-;!GP,!88,D(+5,-*\$,125A'+5(*+;!28&2\$',(,+1'\$2#'+6,>\$* &'(+/?\$"', 7'6(2:S,,;--'%&,*-;!9%8(+,,;P4'\$'OAS\$55(*\$E9'0:);4!<=!)';;>30/#!%'T;\$!<=!!&#')*+;! -.)'."0)/!1'E'T;(>'0!X61!566J\$!

!

!/0"203*

!

&\$!c<()9':1!2\$!E\$!E*#3;G1!PA&(%#8,-(@'\$,5'+5*\$5,-*\$,%*+&(2*25;:*+(&\$\$(+=,*-;5A%'(-(%,@(*%" #'+6,\$'8#&'6;:'&"*61!8\$!E\$!'+;'.!;R<\$!J15V71F[[1!E'T;(>'0!51!566X\$!

!

&\$!c<()9':1!?\$!2\$!C3::',1!!'+&\$(-2=#8,:28&(A"#5',595&':5,#+6;:'&"*6,*-;25(+=&,";E\$!E\$! "+;'.!;R<\$!J1J5F1XVZ1!?!T0),!X71!566[\$

*

=,%&/'>C%,."*G2%,&'%0*0'&I

!

&\$!c<()9':P"_S&&M_AI-B3*+);<.+,!D+;'0)+;.!;<!.#+.!'!&#')*+;!-./)." 0)/!&300)*3,+!N);#! ?TT)*+);<.:!)!H)<,</)*+;!-./)."0)/!PREQ!FI5ZJ[5Sd!2+.3+04!XFF6\$!@#!'!#0!T0<o'*;1! =3.B'BI+;!pJFFc1!):!+!*<.,+><0+);9'!0':'+0*#!T0<o'*;!+(<./!:)b!3.)9'0:);!:'!L!E2E8!P,+BS1!R2_@1! 8O?1!^E81!8DH&!.B!H3*e.',,\$!!

!

&\$!c<()9':P"_S1!E\$!C*#1!!!M&UDEL>+:'B!):<.<T<('0!+.,4:);!<=!>+*;'0)+!<0!'!#+.*'B!T0<B3*;! =<0(+);<.!PpXJ1FFFS!P&E8"-CHS1!2<);!O';:30!Y0+.;!PN);#Y'!'<01!_.;j,S1!E3(('0!XFFZ\$!

!

&\$!c<()9':P"_S1!-\$!Q'0+.B'G1!!&&M_AI-B3*+);<.+,!D+;'0)+;.!;<!.#+.*'!&#')*+;!-./0)/!&300)*3,+!N);#!?TT)*+);<.:!)!H)<,</)*+;!-./)."0)/!Pp5JF1FFFS!PREQ!FF[77Z7Sd!2+.3+04!XFFZ\$

!

&\$!c<()9':P"_S1!&\$!M#(+!P"+./.'!&<0T<0+);<.S1!!&,<.)/!+.B!'bT0':<).!<=!<.,+*;<04!Y"&Cj;!)!&K^!*,.,!1!&+,)=<0.)+!E;+;!8.)9'0:);4!"0</0+(!).!-B3*+);<.!.B!C':'+0*#!)!.H)<.'*#.<,</4! P&E8"-CHS1!2<);!O';:30!Y0+.;!1!P@<+;+;!3.B!p5V1[FF!<0<(!&E8"-CH!+.B!p5FJ1FFF!P'h3)9+;'.!; 9+,3!'<=!'*#.<,</4S!<0<(!"+./.'S1!E3(('0!XFFX\$!

!

&\$!c<()9':1!?!?/),'.!;8.)9'0:);4!"#),+.;#0<T)*!Y0+.;!PR<\$!5F5XXX\$5S!+!55FF!M&UDEM!-E_! E4:;!(!PM)h3)B!�<(+;</0+T#4UD+::!ET*';0<('0!?.+,4G'0S!+.B!X5FF!H)<+.,4G'0!E4:;!(! P;<+;!9+,3!pXF71FFFS\$!ET0)/!XFFX*

!

&\$!c<()9':1!D\$!D*R'),!+.B!E\$!C*#1!REQ!&&M_/0+.;!<=0!!?'*h3:);<.!<=!<-h3)T('.;!<=0!+! H)<T0<*':!-./)."0)/!M+><0+;<04!1!PREQ!FFII[J71!p5ZJ1FFFS!ET0)/!XFF5!P&E8"-CH!*<.;#<+0! +;!pVF1FFF!<9'0!;#0!"!4'+0:S!

!

[(,U/6(2/*%)"*86(&?*#/,/*

!
&\$!c<()9':1!"0'T+0+);<.!=<0!?'*0'B);+);<.1!-)/#;!&0);'0)+!+.B!^3;* <('!?':::('.;!!
%!),9'0'B!+;![_.:);3);<.:!).!_B)+!
!
c!M!8.)9'0:);4!PO)o+4+N+B+S!2+.!XZ1!XF5J
2C-!&<,,'!<='!./)."0)/ 1!PY0'+;'0!R<)B+S!Q!>!551!XF5J!
R';+o)!E3>#+;!_.:);3;!<=@'*#. <,</4!P%N+0e+S!PQ!>!561!XF5JS!
D+B+.+T+,,!_.:);3;!<=@'*#. <,</4!+.B!E*)'.*' 1!Q!>!XV1!XF5J!
D+.)T+,!8.)9'0:);4!2+)T30!PQ!>!XZ1!XF5JS!
?B);4+!_.:);3;!<=@'*#. <,</4!+.B!D+.+'/'(!;!P@'ee+,)S1!D+0!61!XF5J
Cc!8.)9'0:);4!C+oe<;1!Y3o+0+;1!T0),!551!XF5J!
2+4T"!8.)9'0:);4!<=_.=<0(+);<.!@'*#. <,</4!!] +e.+/#+;1!T0),!5J1!XF5J!
!
&\$!c<()9':1!&#'(*+;!-./)."0)/!<=0!E*)'.:;:1!%3T<.;!H)<:*)'.*!;!P=<0('0,4 !Y'!. * <0!_.;,\$S1!
23,4!X!XV1!XF57!+.B!?'3/3;:;!XF5V1!"+,<!?;<1!&?!
!
&\$!c<()9':1!E\$!^G;30e1!%:')/.!<=Q'0('.;+);<.!+.B!&','!&3;30!"0<*:::1!?'&E!H_^@!E#<0;!
&<30:'1!D+0*#!X[1!XF551!?.+#)'(1!&?!
!
&\$!c<()9':1!H)<T0<*:::!'@'*#. <,</4!E#<0;!&<30:'!<=0!K)/#!E*#<B!&<((3.);4!&<,,'!
@'+*#)'0:1!23,4!5XL5V1!XFF[1!E+.!2<:!!E;+;'!8\$!!!!!!!!!!!!